

SECRET  
EYES ONLY

12 April 1973

MEMORANDUM FOR: Director of Security

SUBJECT : Possible Reorganization of  
the Office of Security

1. Quite some time ago you asked that I discreetly look into a possible approach to the reorganization of the Office of Security. The attached paper suggests a few concepts, some of which might be further explored by a survey or more complete staff study. It is stressed that this is a discussion paper rather than a final product.

2. I feel that the following general points are particularly important:

A. The organizational pattern would be primarily based upon functional responsibilities, with separate divisions monitoring clearances, investigations, support, records, physical security, and technical security.

B. An attempt should be made to eliminate rather artificial distinctions--as with covert, overt, and "semi-covert" cases. Our reporting system refers to covert security approvals, covert security clearance, operational approvals, covert site surveys, "special" inquiry actions, "special" project actions. The DCI and DD/M&S have already begun the attack on "artificial" security.

C. The organizational structure should accurately reflect the mission and goals of the Agency today. The CI responsibility was certainly important in the 1950's but the greater emphasis is now on technical matters and counter-terrorism. I can foresee that our entire definition of "operational support" will change, and possibly move from DD/IOS to DD/PTOS--from surveillances to personal protection.

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D. The proposed changes would not all have to take place at one time. Most certainly the CI or Security Research Staff aspects of this could be held in abeyance, preferably a new clean sweep by someone such as [REDACTED]

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E. Some "sacred cows" will have to be slaughtered, and there might have to be some significant adjustments in how we deal with CI Staff, [REDACTED] various elements of the Agency, the intelligence community, and possibly the police.

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F. The current trend in the Agency appears to be in the development of generalists, individuals who have served in various components of the Agency. I feel that Security has already moved in that direction, and that even further movement might be needed to make the new organization work.

3. It might be worthwhile to kick this around and shoot holes before doing anything further. At your discretion as you consider appropriate.

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[REDACTED]  
Acting Executive Officer

Attachment

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

25X1A

Acting Executive Officer

EXTENSION

NO.

5861

DATE

12 April 1973

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Director of Security

12 APR 1973

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For your further background use, I have attached as Tab C a copy of the results of an Inspector General Survey in 1960. Parts of this study are pertinent today. Tab D reflects the comments of the former Deputy Director of Security in 1965, when an Office of Security survey was being conducted.

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